

Harvard ManageMentor Plus Modules

Module Topic	Topic Description
<i>Assessing Performance</i>	Assessing Performance is a Harvard ManageMentor module that provides practical steps to preparing, conducting, and following up a performance evaluation meeting. It includes guidelines on appropriate documentation and handling problem situations, as well as specific “before,” during,” and “after” steps designed to reinforce desirable behavior and effect change where needed.
<i>Becoming a Manager</i>	Becoming a Manager is a Harvard ManageMentor module that presents concepts and practical advice to help new managers make a successful transition to the managerial role. Learn about common myths of management, the nature of the transition process from individual contributor to manager, ways to enhance your self-knowledge, build effective teams, and cope with the stresses and emotions that characterize the managerial role.
<i>Budgeting</i>	Budgeting is a Harvard ManageMentor module that provides information on how to build better, more accurate budgets in less time. Learn how to create a budget that functions as a critical strategic tool as you explore the advantages and disadvantages of new techniques and approaches. Includes easy-to-use budget templates for fast implementation of concepts.
<i>Capitalizing on Change</i>	Capitalizing on Change is a Harvard ManageMentor module that is a practical guide to implementing, managing, and communicating change in your organization. Learn how to approach change with an open mind and use it as a stimulus to encourage new ideas and harness enthusiasm for further progress. Includes steps to help your unit or organization become change ready and planning tools to address resistance to change efforts.
<i>Coaching</i>	Coaching is a Harvard ManageMentor module that explains how to get the best from your direct reports and help them master new skills through coaching. In this module, you’ll learn how to use a four-step process to facilitate the professional growth of those you’ve agreed to coach. You’ll also discover how to strengthen your skills so that you can be a more effective coach.
<i>Creating a Business Case</i>	Creating a Business Case is a Harvard ManageMentor module that provides easy-to-follow steps to creating a soundly reasoned and compelling case for your new business initiatives. It addresses topics ranging from identifying business opportunities to measuring their success. It includes recommendations for assessing risk, weighing costs, developing an implementation plan, and communicating recommendations in a convincing manner.

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<i>Delegating</i>	Delegating is a Harvard ManageMentor module that provides proven tools for assessing any assignment, matching employee skills to tasks, selecting the right person, and supporting the delegation all the way through completion. It includes strategies for communicating the assignment, monitoring progress, and dealing with “reverse delegation.”
<i>Developing Employees</i>	Developing Employees is a Harvard ManageMentor module that easily-applies recommendations for addressing employees’ developmental needs. It includes strategies for maximizing return on management, growing competent employees, and keeping star performers motivated. It also addresses use of development planning to help team members improve individual performance, make the most of career opportunities, and maximize contributions to your organization’s performance.
<i>Dismissing an Employee</i>	Dismissing an Employee is a Harvard ManageMentor module that presents valuable advice on effectively managing the process of dismissing an employee. Terminating an employee for performance-based reasons may be a sudden event, or the dismissal may be the result of a longer, unsuccessful performance management process. In either case, it can be an uncomfortable encounter for both supervisor and employee.
<i>Finance Essentials</i>	Financial Essentials is a Harvard ManageMentor module that shows non-financial managers how their units fit into the company’s overall financial picture. It includes easy-to-understand explanations of the income statement, balance sheet, and cash flow statement, plus practical advice for pulling together a department’s budget and justifying an investment or expenditure.
<i>Focusing on Your Customer</i>	Focusing on Your Customer is a Harvard ManageMentor module that is a vital orientation tool with value for every employee. It covers the critical components of servicing internal or external customers, with a compelling overview of the importance of customer service, its relationship to customer satisfaction and its link to company profitability.
<i>Giving and Receiving Feedback</i>	Giving and Receiving Feedback is a Harvard ManageMentor module that provides guidance on how and when to use various types of feedback to maximize openness and encourage learning. The module covers information on establishing a receptive work environment, giving effective feedback, receiving feedback openly, being patient with non-communicators, and managing barriers to feedback.
<i>Hiring</i>	Hiring is a Harvard ManageMentor module that describes techniques for finding, interviewing, and selecting top performers. The module covers information on screening résumés, checking references, asking effective questions, making the hiring decision, and extending the offer. Includes tools for creating a job profile, preparing for an interview, and evaluating job candidates.

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<i>Implementing Innovation</i>	Implementing Innovation is a Harvard ManageMentor module that provides a framework for turning an innovative idea into reality. Innovation is not only about generating creative ideas. Innovation results when a creative idea is put to use. However, the implementation phase is where many good ideas fail. In this module you will identify how to implement an innovation, from crafting a vision statement to managing resistance.
<i>Implementing Strategy</i>	Implementing Strategy is a Harvard ManageMentor module that explains what strategy is, how senior management and units work together to develop strategy, and how units support a company's strategy by developing and executing action plans for strategic initiatives. In many companies, senior management and units are involved in the strategic planning process. Why? This ensures that a company's strategies—both corporate and unit—are tightly aligned and that successful implementation can follow.
<i>Keeping Teams on Target</i>	Keeping Teams on Target is a Harvard ManageMentor module that describes how to diagnose and overcome common problems—such as poor communication and interpersonal conflict—that can impede team progress, take corrective measures to remove team problems and improve team performance.
<i>Laying Off Employees</i>	Laying Off Employees is a Harvard ManageMentor module that provides sound advice on how to best manage the process of laying off employees. It presents the perspective of the manager as well as the direct report. When organizations downsize, the supervisors responsible for communicating the layoffs and managing the repercussions face one of the greatest challenges they will ever encounter.
<i>Leading a Team</i>	Leading a Team is a Harvard ManageMentor module that describes how to establish a team with the right mix of skills and personalities and create a culture that promotes collaborative work. The module covers steps to leading an effective team and includes innovative, easy-to-implement self-evaluation tools.
<i>Leading and Motivating</i>	Leading and Motivating is a Harvard ManageMentor module that provides a synopsis of the essential tasks of leadership: setting direction, aligning people, and motivating others. It identifies how to recognize the skills and characteristics of effective leaders, create an inspiring vision, and energize people to support and work towards your goals.
<i>Making a Presentation</i>	Making a Presentation is a Harvard ManageMentor module that provides sound advice on preparing and delivering presentations that command attention, persuade, and inspire. Includes rehearsal techniques as well as tips for creating and using more effective visuals. The module also addresses the importance of identifying your objectives and your audience to create a presentation with impact.

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<i>Making Business Decisions</i>	Making Business Decisions is a Harvard ManageMentor module that provides guidance on how to make effective business decisions into a process that requires time and input from many individuals throughout an organization. It helps identify underlying issues related to a decision, generate multiple alternatives, evaluate those alternatives, and communicate and implement the decision.
<i>Managing Crises</i>	Managing Crises is a Harvard ManageMentor module that identifies how to chart a course through crisis situations, from crisis plan development and contingency thinking to post-crisis management. Relevant for managers at all levels.
<i>Managing Difficult Interactions</i>	Managing Difficult Interactions is a Harvard ManageMentor module that shows you how to discuss and resolve difficult interactions in the workplace—whether they’re with employees, peers, bosses, or even customers and suppliers. Includes tools and techniques to help you: decide which situations are worth resolving, find the source of the difficulty, productively discuss the emotions that difficult interactions can raise, and overcome barriers to action.
<i>Managing for Creativity and Innovation</i>	Managing for Creativity and Innovation is a Harvard ManageMentor module that explains how to stimulate creative thinking in an intellectually diverse workgroup. It discusses how to assess and then tailor the physical and psychological environment to stimulate creative thought and how to manage the process of innovation for maximum impact on your organization.
<i>Managing Upward</i>	Managing Upward is a Harvard ManageMentor module that includes tips on presenting problems or opportunities to your supervisor and accepting responsibility for your proposed actions. How well do you work with your supervisor? Gain insight into developing a mutually rewarding relationship, with skills for communicating and negotiating with your manager.
<i>Managing Workplace Stress</i>	Managing Workplace Stress is a Harvard ManageMentor module that describes the difference between positive stress that enhances productivity and negative stress that breeds tension, lowers productivity, and undercuts job satisfaction. This module includes strategies for dealing with underlying causes of worry and stress, with tactical advice and coping mechanisms for immediate problem management.
<i>Managing Your Career</i>	Managing Your Career is a Harvard ManageMentor module that provides a straightforward approach to managing your career or helping others manage theirs. This module includes tools for matching your interests, values, and skills to the right job or development opportunity, with valuable advice on resources such as career counselors, mentors, networking, informational interviewing, and professional development reviews.

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<i>Managing Your Time</i>	Managing Your Time is a Harvard ManageMentor module that provides introduces effective time management techniques. Learn how to analyze how you currently spend your time and pinpoint opportunities for improvement, set goals, prioritize tasks, plan your time efficiently using scheduling tools, control time-wasters, and evaluate your schedule once it is underway.
<i>Marketing Essentials</i>	Marketing Essentials is a Harvard ManageMentor module that is written especially for non marketing Managers and includes fundamentals that will help people throughout the organization better understand the importance of marketing and how it relates to them.
<i>Measuring Business Performance</i>	Measuring Business Performance is a Harvard ManageMentor module that reviews the financial and non-financial measures used in all areas of organizational performance. It addresses both standalone measures (including ROI, EVA, and BET) and measurement frameworks such as dashboards, quality models, and the Balanced Scorecard. It includes a systematic process for tracking performance of initiatives that can generate improvements across the organization.
<i>Negotiating</i>	Negotiating is a Harvard ManageMentor module that is a practical guide to becoming an effective negotiator. The module includes steps to guide you through the negotiation process: assessing your interests as well as those of the other party, developing opportunities that create value, avoiding common barriers to agreement, and implementing strategies to make the negotiation process run smoothly.
<i>Persuading Others</i>	Persuading Others is a Harvard ManageMentor module that describes how to effectively influence others. Master the art and science behind successful persuasion— and begin changing others' attitudes, beliefs, or behavior to create win-win solutions. Formal authority no longer gets managers as far as it used to. To do their job—accomplishing work through others—managers must develop and use persuasion skills rather than simply issue orders.
<i>Preparing a Business Plan</i>	Preparing a Business Plan is a Harvard ManageMentor module that takes you step by step through the process of preparing an effective plan for a business proposal. The steps you will learn are applicable to launching a new internal product as well as seeking funding for a new start-up business.
<i>Project Management</i>	Project Management is a Harvard ManageMentor module that explains the nuts and bolts of project management, including project planning, budgeting, team-building, execution, and risk analysis. The module covers useful tools and techniques such as GANTT and PERT charts, Work Breakdown Structure, and variance analysis.

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<i>Retaining Valued Employees</i>	Retaining Valued Employees is a Harvard ManageMentor module that provides strategies for retaining valued employees. Why do employees stay with—or leave—their jobs? This module provides strategies for attracting and keeping top performers, how to handle common obstacles to retention such as burnout and work/life imbalance, and how to develop programs that address the diverse needs and interests of your workforce.
<i>Running a Meeting</i>	Running a Meeting is a Harvard ManageMentor module that introduces a timesaving guide to planning and conducting meetings from start to finish. Covers preparation, keeping the meeting on track, and follow-up. Includes expert advice for dealing with problem behaviors exhibited by meeting participants.
<i>Setting Goals</i>	Setting Goals is a Harvard ManageMentor module that describes how to set realistic goals. Is your work organized around clear and meaningful objectives? It will be once you've mastered these tools and techniques for establishing realistic goals, creating a task list, tracking milestones, and evaluating achievement.
<i>Solving Business Problems</i>	Solving Business Problems is a Harvard ManageMentor module that provides a straightforward approach to problem solving that makes room for the kinds of questioning and creativity that lead to breakthrough solutions. The module includes tools and techniques for diagnosing and defining problems, identifying root causes, generating options, and weighing alternatives.
<i>Thinking Strategically</i>	Thinking Strategically is a Harvard ManageMentor module that provides practical advice for managers in charge of shaping and executing organizational strategy. It includes tips for analyzing opportunities, challenges, and the potential consequences of high-level action plans. Addresses identification of broad patterns and trends, creative thinking, analysis of complex information, and prioritization of actions.
<i>Working with a Virtual Team</i>	Working with a Virtual Team is a Harvard ManageMentor module that offers concrete suggestions for forming virtual teams, including assessing their technology and communication needs, structuring the team to build trust, and keeping the team on track.
<i>Writing for Business</i>	Writing for Business is a Harvard ManageMentor module that introduces guidelines to improve business writing skills. Skillful writing helps you accomplish your business objectives and extends your influence as a manager. The module describes how to create clearer, more effective written communications. It also includes specific guidelines for preparing memos, letters, emails, and other common business documents.